

# **Exhibit J**

# **EXHIBIT 19**

**EXHIBIT FILED UNDER SEAL**

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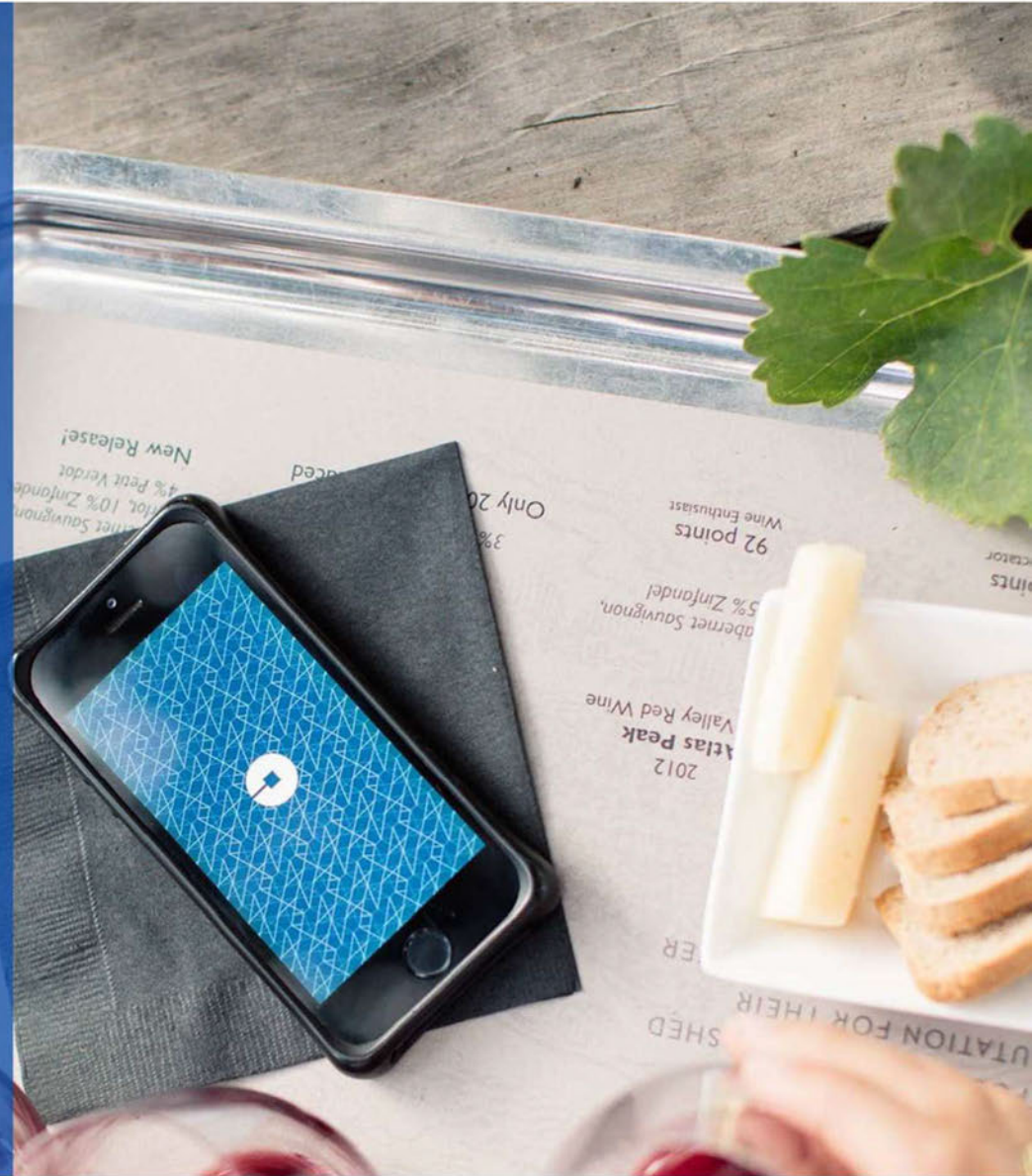
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UBER

# DACT Overview

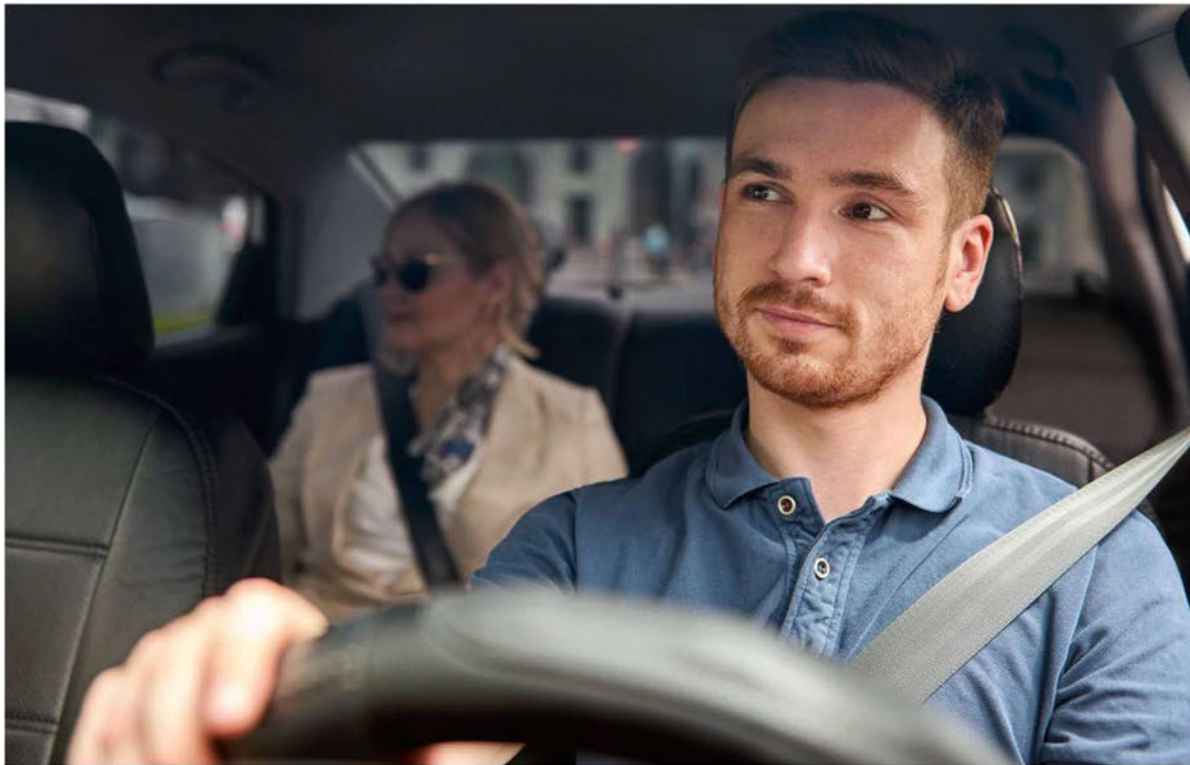
Safety & Standard Central Ops  
CommOps - Critical Customer Support

A/C Privileged



# Agenda

An overview of what DACT is and how it works



- History of DACT
- Driver IPC deep dive
- Standards in DACT
- DACT process
- Q&A

## History of DACT



## Before DACT, standards were inconsistent and ill defined

Let's take an example of Dangerous Driving

### Original Dangerous Driving Policy

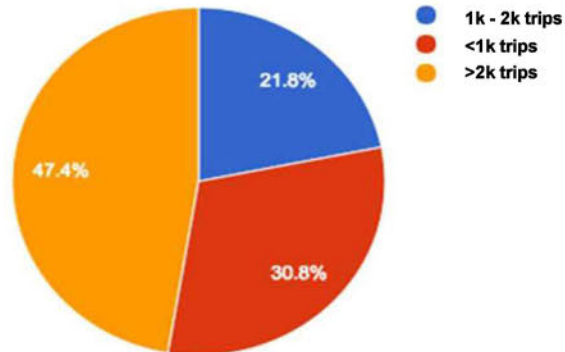
3 reports of dangerous driving resulted in deactivation

### Drawbacks of Original Standard

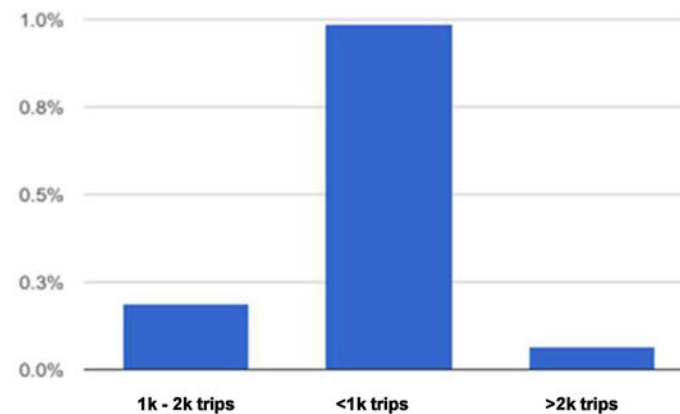
- Disproportionately impacted longstanding driver partners
- Little to no follow up to drivers who were reported for dangerous driving
- No tool existed for a variable threshold

### Original Standard Implications on Longstanding Driver Partners

Total Drivers Offboarded



Incident Rate





# Examples illustrate the limits of the old process

Subjectivity and non-streamlined incident management led to inefficiencies

## Manual counting of lifetime strikes

Due to the manual review required, strikes were often missed or miscounted. Individual strike thresholds also led to users being able to accrue many different strikes with no intervention.

### // NEXT STEPS

- What are you going to do next? Recommend deactivation

Inappropriate Contact 3rd report - <https://bliss.uberinternal.com/contacts/184ecd8a-ea66-4adf-9269-71449e16e77a/rider/845460d7-8d8f-4ba4-94b2-625576fb5867/contacts>

Support Abuse - 2nd report - <https://bliss.uberinternal.com/contacts/035473ae-2844-441e-9a4b-37ca22650f2f>

Support Abuse - 3rd Report - <https://bliss.uberinternal.com/contacts/035473ae-2844-441e-9a4b-37ca22650f2f>

Support Abuse - 1st report - <https://bliss.uberinternal.com/contacts/ab917734-cd44-4886-bc90-b92a8387c0ba>

Verbal Altercation-3rd report- <https://bliss.uberinternal.com/contacts/a09bde36-3b14-4479-8cbd-364a49ff681e>

<https://bliss.uberinternal.com/contacts/63f54f44-410d-47d7-8d0e-75d18af61da3> ~ Verbal Altercation 2nd report

Minor Verbal Altercation - <https://ubercab.zendesk.com/agent/tickets/170940404>

<https://bliss.uberinternal.com/contacts/b3f824ff-a361-4634-85b7-f01f8852212> - Minor verbal altercation

Inappropriate conversation 2nd warning - <https://ubercab.zendesk.com/agent/tickets/107493060>

<https://ubercab.zendesk.com/agent/tickets/67411091-inappropriate> conversation

### // RECOMMENDATION

- IRT Notes: Short and sweet notes about the case. NO OPINIONS needed.
- Decision Recommendation: Recommending deactivation due to number of reports involving support abuse, verbal altercations and inappropriate comments

Will proceed with deactivation if no objections in the next 24 hours

## Subjective decision making

Each decision was subjective and could be overturned by any number of individuals (city teams, Greenlight Hubs). There was low adherence to the strike policies in place.

added a comment - 20/Jan/17 4:27 PM

Thanks, - I'm monitoring for the city team.

I agree with your recommendation to issue a FINAL warning to this partner. In your outreach, please emphasize (in addition to the other serious behavior issues) the importance of not using curse words; that is a theme running through all these tickets, especially the word "bitch."

added a comment - 20/Jan/17 5:02 PM

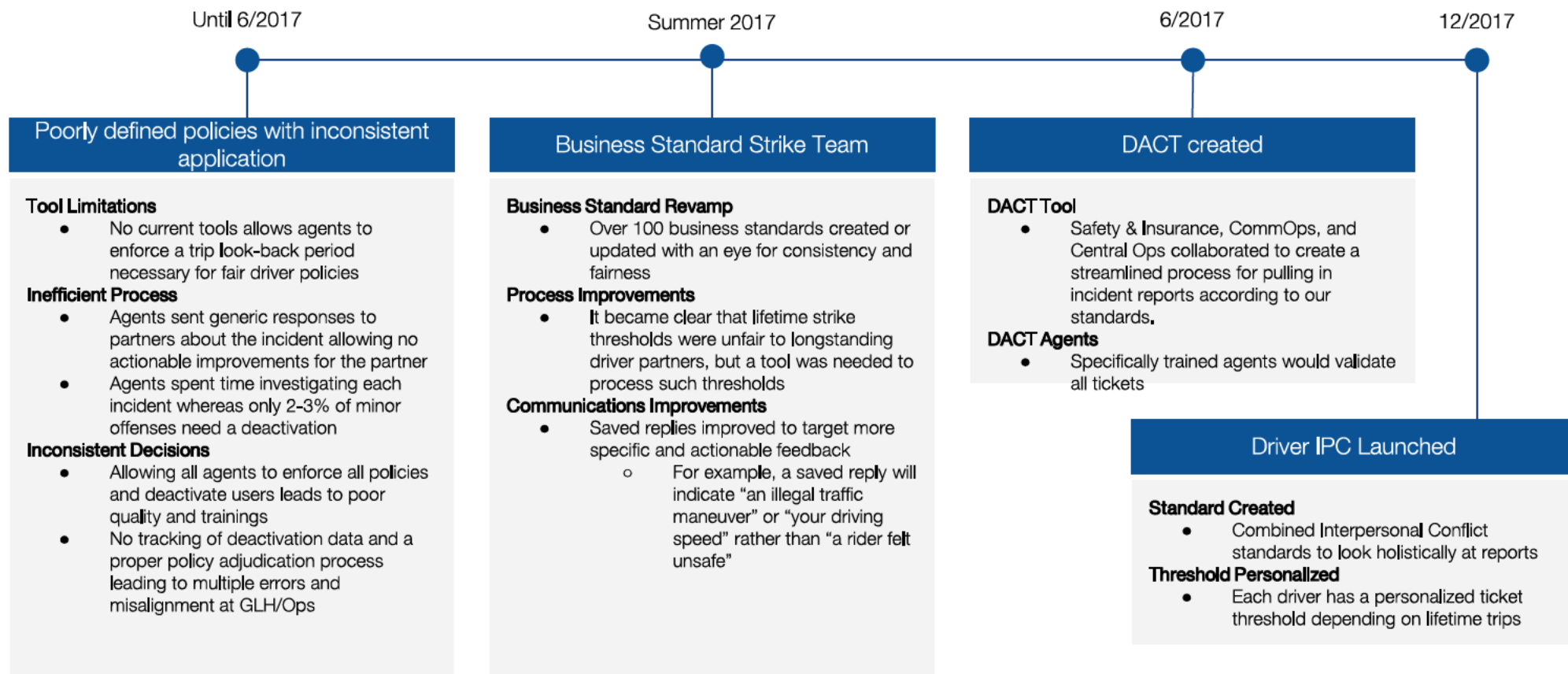
Thanks - I have gone ahead and reached out to the partner over the phone and issued a final warning. Partner's account is active at this time.

added a comment - 23/Jan/17 10:09 AM

Hi! Just wanted to chime in from the Greenlight front. We know this partner pretty well for being confrontational and verbally aggressive. I agree with the final warning and reactivation, but wanted to make sure that his negative interactions with our office were included and taken into account should another incident occur. Thanks!

# A brief history of standard management

Increasing complexities clarified a need for a streamlined process



## DACT is a Standard Adjudication Platform

### What does DACT do?

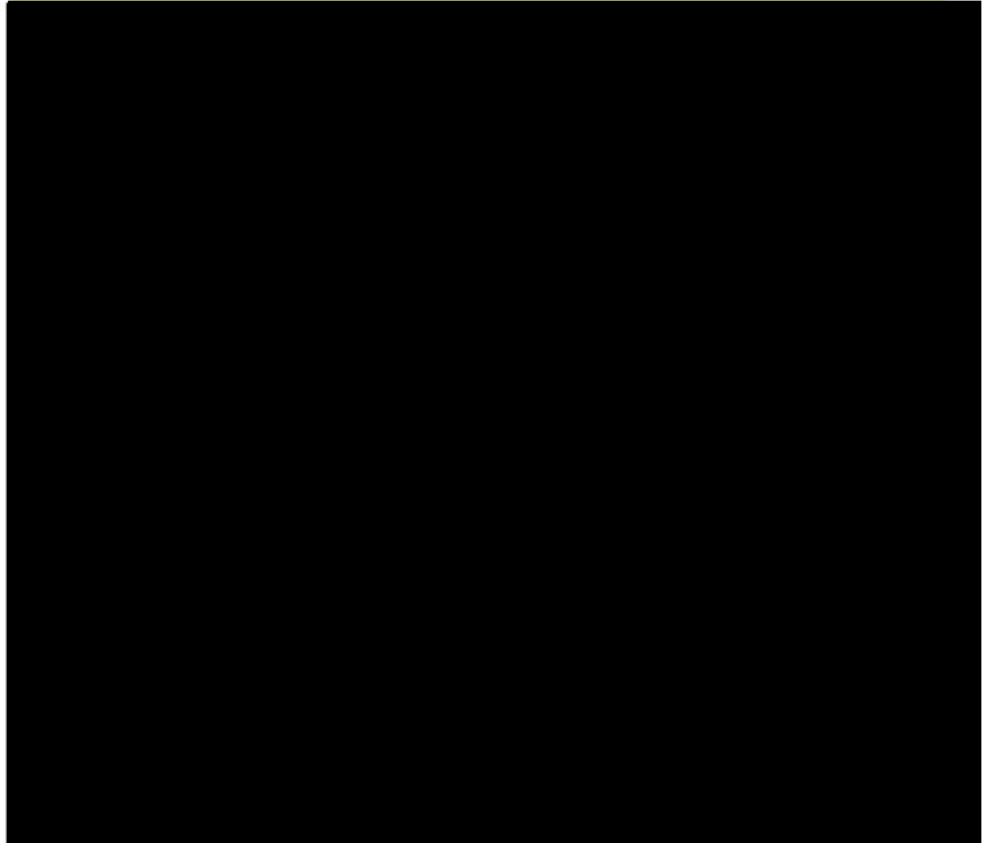
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- DACT is a standard adjudication platform within JIRA which handles adjudications for high-volume, low severity safety reports
- DACT [REDACTED]
- [REDACTED]

### What is a standard?

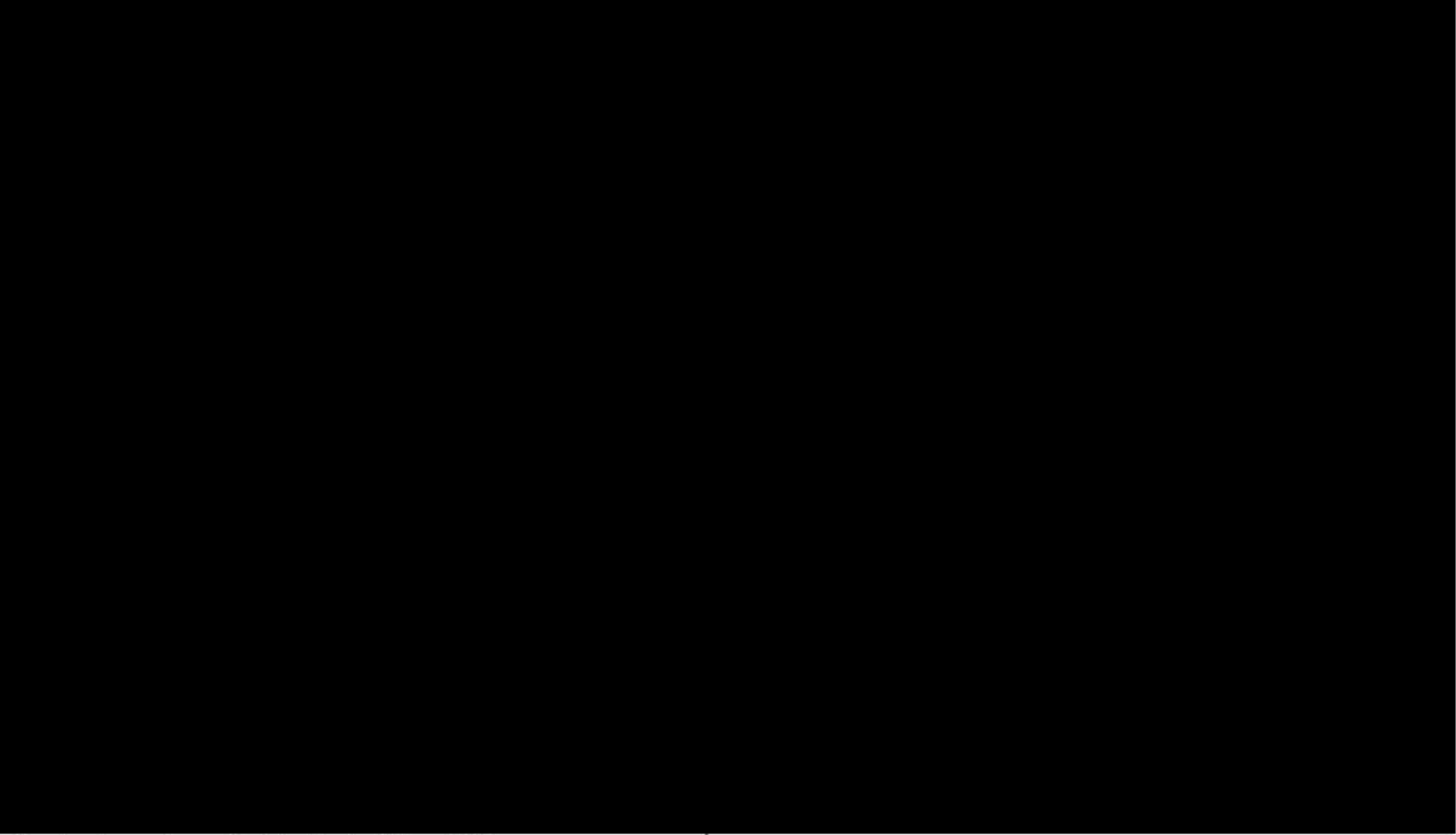
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- Business Standards set the required outcome for any inbound that comes through via support or as a result of an outage
  - Example: At what point should our driver be deactivated for driving dangerously?



## Compliance to deactivation policy impacts incident rate

Dangerous Driving Standard had impact on crash rate in US/CAN

- 
- Initial launch of simple Dangerous Driving Policy has high impact on auto crash rate
  - Modeled policy launch in October 2017 kept incident rate stable through seasonally worse winter months

*Content courtesy Safety Data / Frank Chang*

Driver IPC deep dive

# A closer look into Driver Interpersonal Conflict Standard

## An overview

### Definition

The interpersonal conflict (IPC) standard identifies drivers and riders with multiple reports of incidents involving another user. Users can be flagged by the IPC standard for multiple reports of the same incident type or a combination of different incident types. The following incident types are included in the IPC standard:

- Inappropriate contact after trip
- Physical altercation
- Sexual misconduct
- Theft / robbery
- Verbal altercation
- Discriminatory comments
- Property damage

### Objectives

Detect a [REDACTED]

The IPC standard looks for a [REDACTED]

Take trip history into account

Three reports for a driver with 50 trips is much different than three reports for a driver with 5,000. Therefore, driver IPC calculates a [REDACTED]

Validate each ticket

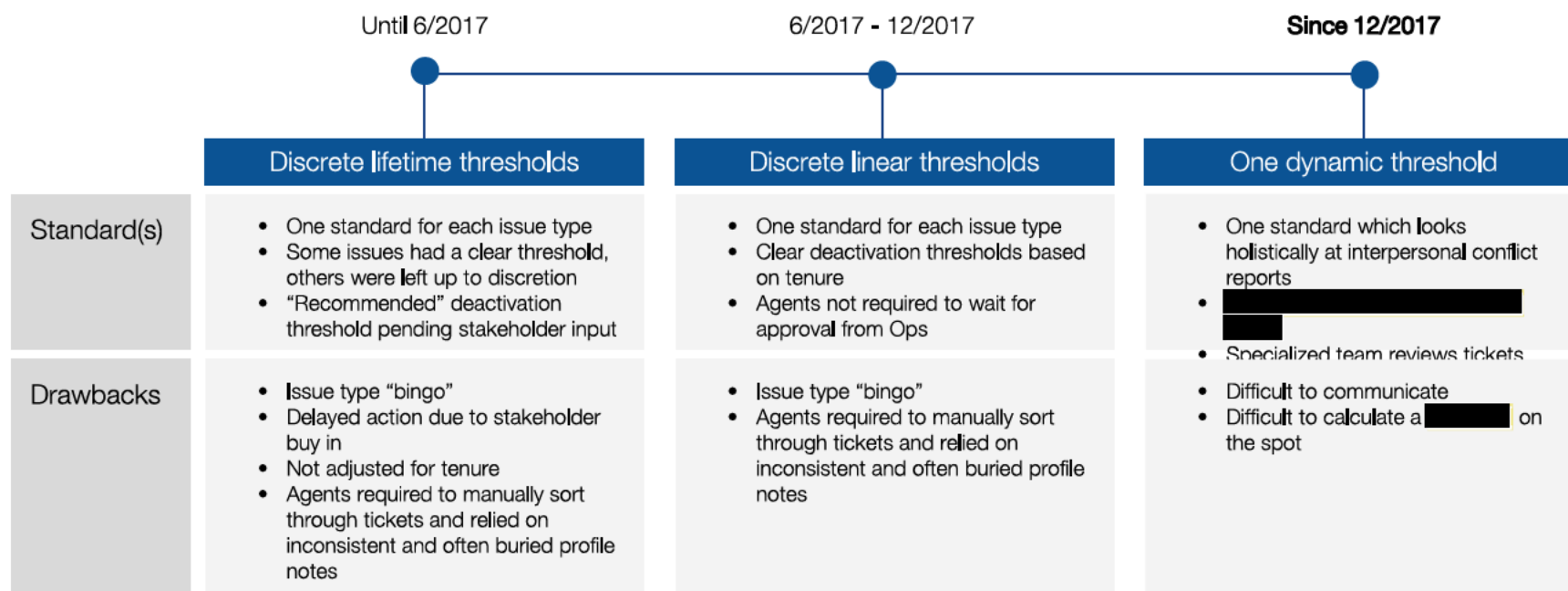
Each ticket receives **at least 2 reviews for validity** - from the responding agent and from a specialized DACT agent. Fraudulent tickets are not counted toward deactivation.

Act quickly

Agents have appropriate training to make deactivation decisions, and IPC DACT tickets are **resolved and actioned** upon [REDACTED]

# A closer look into Driver Interpersonal Conflict

## A short history





## Standards in DACT

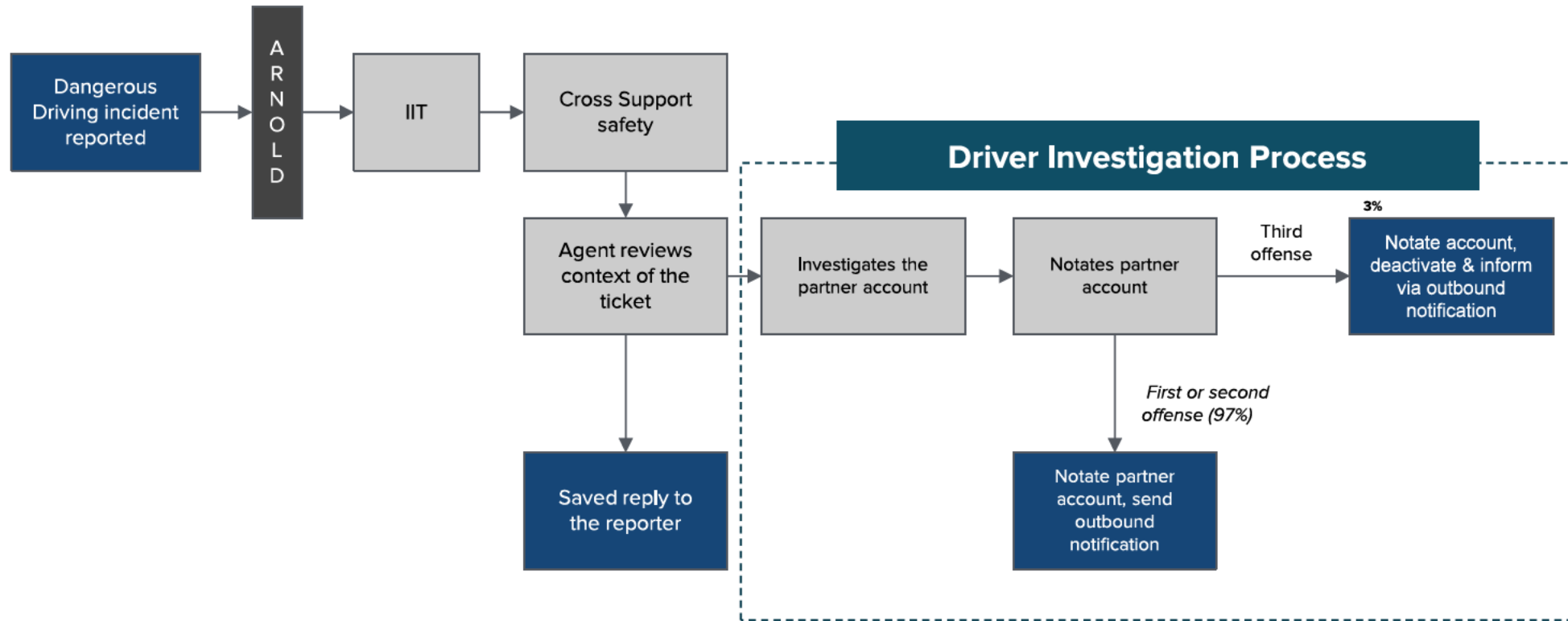
Three types of standards can fall within DACT



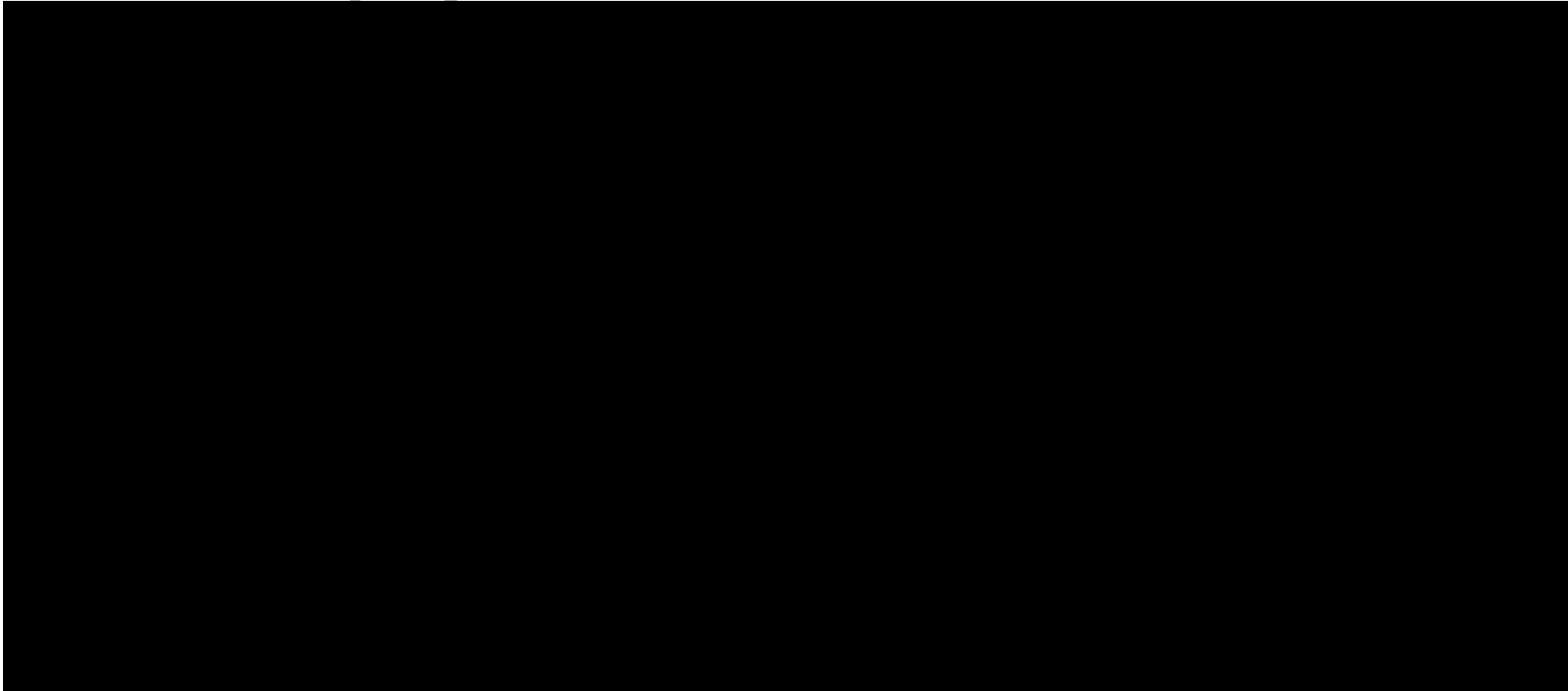
DACT process

## State of Policy Adjudication: Pre DACT

*Example of Adjudicating to Dangerous Driving in US&CAN (“3 strikes and out”)*



## **State of Policy Adjudication: Post DACT**



...

# How DACT has Improved the Account Review Process

DACT has improved the accuracy, consistency, and documentation of non-urgent safety deactivations

## Pre-DACT Account Reviews

- Decisions made based on summary notes rather than report content
- Deactivation decisions made by a decentralized group of agents and local stakeholders without specialized training
- No consistent documentation of deactivation decisions
- No standardized process to review deactivation decisions for accuracy

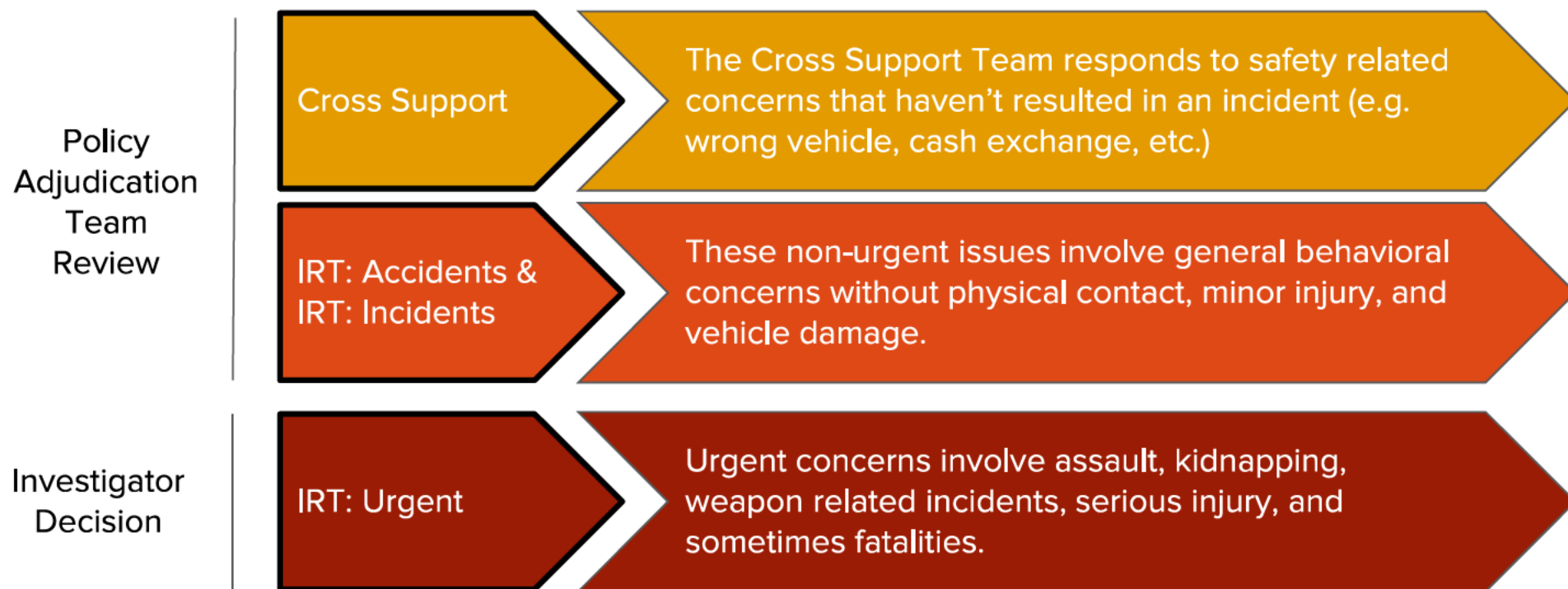
## Post-DACT Account Reviews

- Specially trained, dedicated team of agents who **exclusively** handle non-urgent deactivations
- Individualized, manual review of each report contributing to a deactivation threshold
- Consistent documentation of 100% of deactivation decisions in Tools and JIRA
- Standard process to **escalate** confusing cases and **request reviews** of deactivation decisions

# Appendix



## Safety Support Teams

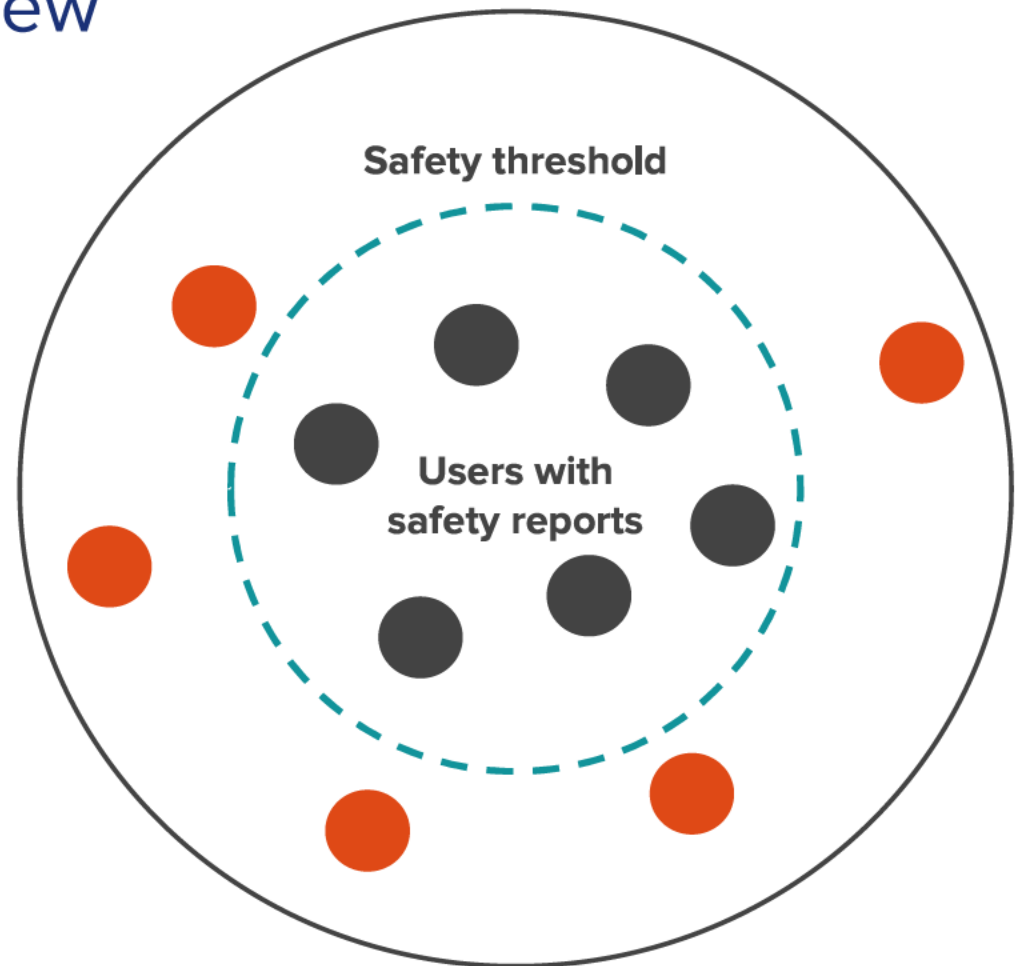


## Policy Adjudication Overview

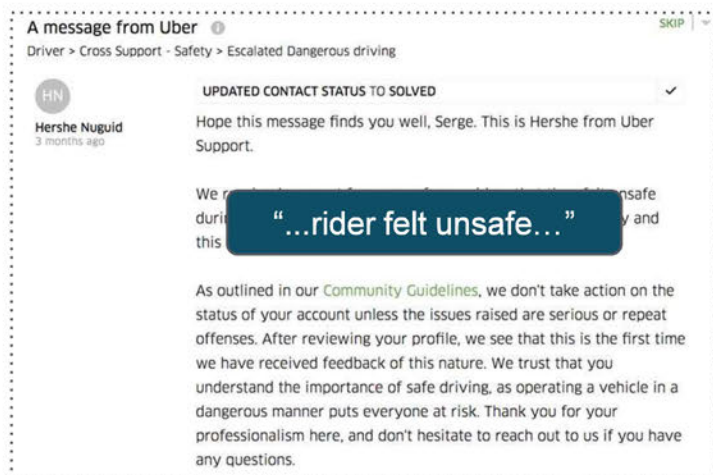
----- JIRA tickets are created when a user meet or exceed our safety thresholds.

● Users receive notifications when safety related reports are made.

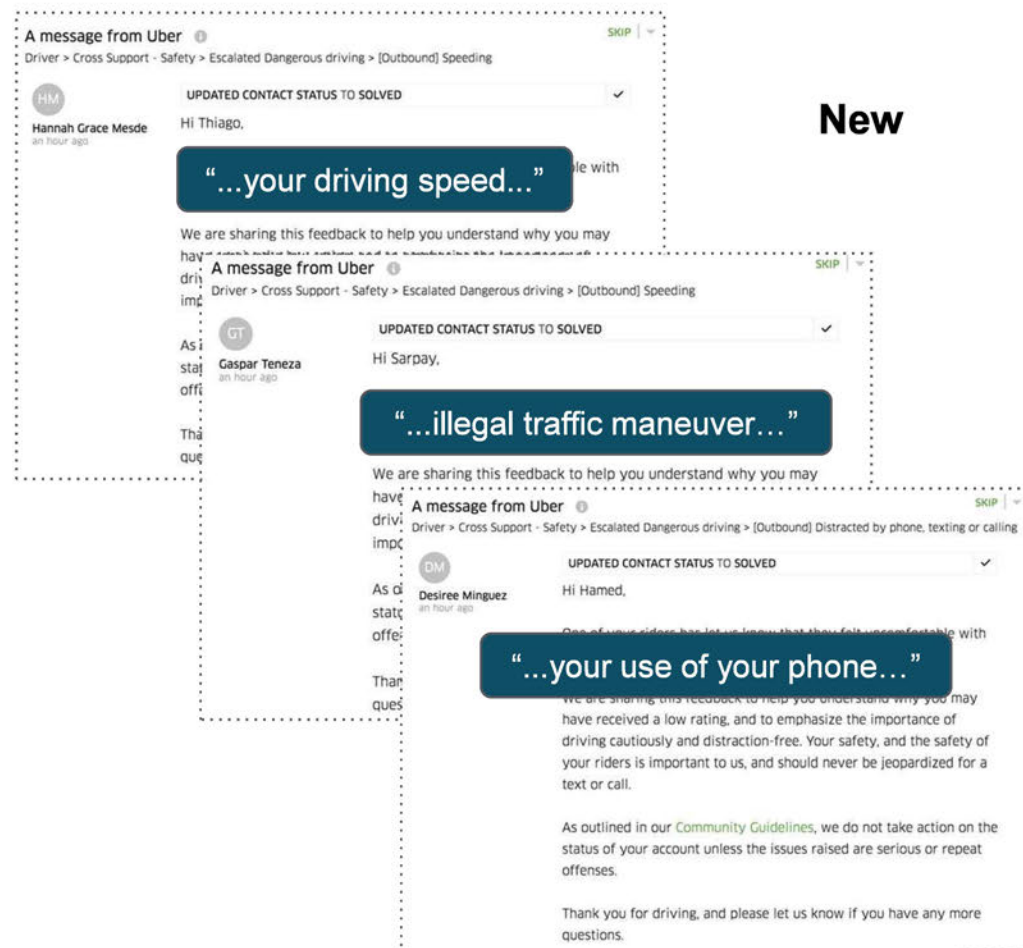
● After a user has crossed our safety threshold for number of reports, their accounts will be adjudicated.



# Updated Saved Replies with Actionable Feedback



Old



New

## Defining and executing on deactivation policies

*Complying to deactivation policies.*

TERM	POLICY	SIPS	POLICY ADJUDICATION
Definition	Threshold at what point a user needs to be adjudicated	Safety Incident Policy System - an engineering system that translates a policy into a JIRA ticket	Process by which a policy is executed
Owner	<b>Safety Ops</b> <i>With input from data science, RGMs</i>	<b>Safety Engineering</b> <i>With help from Global Safety Process team</i>	<b>CommOps</b> <i>Region executes, Global scales + standardizes</i>

## **DACT by the numbers**

As of May 2018



# Non-DACT safety deactivations

DACT is not the only process for Safety-related deactivations

## Special Investigations Unit

The SIU teams sits in the COE and fully investigates L3/L4 reports and other escalations

### Examples:

- Sexual Assault
- Physical Altercation
- Inappropriate Contact After Trip

## Standards not moved to DACT

Some standards are manually adjudicated and/or are in the process of moving to DACT

### Examples:

- Inappropriate Comments
- Rider Possession of Illegal Substances

## Quality (Ratings)

Drivers can get deactivated if their rating falls below a city-specific threshold. This is run by an automatic process

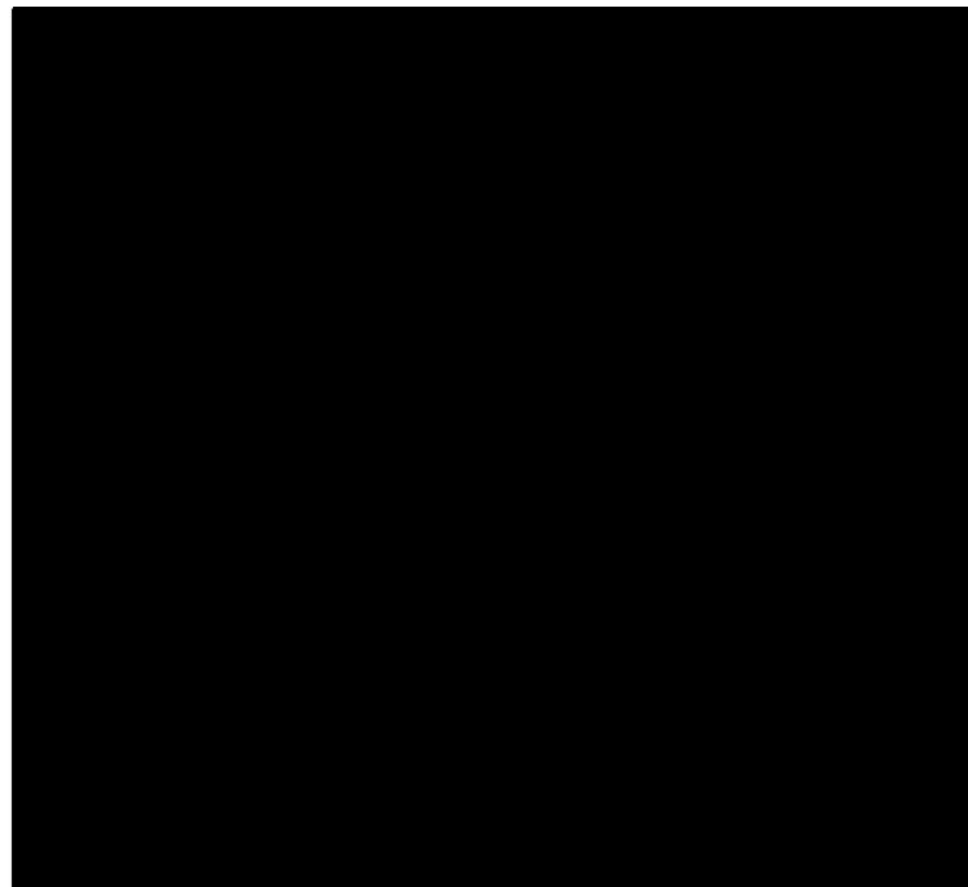
# DACT is a tool for safety report adjudication

It streamlines the review and deactivation process

- DACT is a policy adjudication platform
- DACT is project within JIRA, which is an issue and project tracking software
- DACT creates a ticket whenever a user breaches one of the standards we have given it
- DACT handles adjudications for high-volume, low severity safety reports
- Specially DACT-trained agents review each ticket for validity against our standards and either deactivate the user, leave the user active, or escalate the ticket

## Example:

We have told DACT that we have a 3 strike cash exchange standard. DACT queries constantly for drivers who have at least 3 tickets with a “Cash Exchange” contact type. When a driver meets that threshold (i.e. when he gets his third report), a DACT report will be populated with the driver’s information and links to each ticket. Then, a DACT-trained agent will review those three tickets against our cash exchange standard. If they are all valid, the agent will deactivate the driver with a message.





## DACT arose from a broken and inconsistent process

Tool and process limitations were leading to inefficiencies

### Poorly defined policies with inconsistent application

*3 strike policy for dangerous driving was unfair to longstanding driver partners  
Regularly ignored or overturned by city teams and GLHs*

#### Tool Limitations

- Agents had to do a job that computers are better at
- No current tools allows agents to enforce a trip look-back period necessary for fair driver policies

#### Inefficient Process

- Agents sent generic responses to partners about the incident allowing no actionable improvements for the partner
- Agents spent time investigating each incident whereas only 2-3% of minor offenses need a deactivation

#### Inconsistent Decisions

- Allowing all agents to enforce all policies and deactivate users leads to poor quality and trainings
- No tracking of deactivation data and a proper policy adjudication process leading to multiple errors and misalignment at GLH/Ops

# Business standards are a relatively new concept at Uber

## What is a Business Standard?

- *Business Standards* set the required outcome for any inbound that comes through via support or as a result of an outage
  - Example: At what point should our driver be deactivated for driving dangerously?
- *Support Logic* delivers on the Business Standard set forth by the business via an underlying process
  - Example: Steps CSR must take to verify Dangerous Driving Standard

## Scale of Business Standards

~100

business standards across US/CAN

~2000

unique contact types that map to those business standards

~5000

saved replies associated with our business standards

## History of Business Standards

2014 - 2016

No formalized definition of business standards. Comm Ops Support Logic acted as proxy for business standards, though not formally defined

Jan 2017

Spun up 6-person strike team to focus on defining business standards & tackling highest priority standards needing refinement (e.g. absolute three-strike safety standards)

May 2017

Recruited a 26-person strike team, including several teams on legal, to re-write all business standards across the US/CAN in coordination with Chapter 2 Driver FORWARD launch

Today

Full-time Business Standards team at Uber; standard owners across relevant Ops teams